

IAC Board Strategic Plan ~ July 2005

Our mission: Provide leadership and funding to help our partners protect and enhance Washington's natural and recreational resources for the health and well-being of current and future generations.

Goal 1 – Habitat and Recreation – We help clients protect, restore, and develop habitat and recreation opportunities that benefit people, wildlife, and plants.

Objective 1.A. – We provide leadership to help clients strategically invest in the protection, restoration, and development of habitat and recreation opportunities. We do this through policy development, coordination, and advocacy.

Policy Development Strategies

Strategy 1.A.1. – Evaluate policies to help clients strategically invest in the protection, restoration, and development of habitat and recreation opportunities.

Activities	Measurements
1. Consider new and existing policies to ensure the state's recreation and habitat needs are being met. A few of the many possible policies for review include: <ul style="list-style-type: none">▪ Encourage investment in passive recreation in natural settings▪ Fund projects that combine habitat and recreation▪ Create a small grants program▪ Provide for urban wildlife habitat▪ Give a preference to new phases of previously funded IAC projects▪ Address conversions and matching funds	Two policies are considered a year. Board to consider setting goals for staff to meet. Consider looking at goals across a broad spectrum, such as reviewing all policies that address water access or trails projects.
Strategy 1.A.2. – Develop an outdoor recreation strategy that balances investments across a range of recreational activities.	
2. Define “outdoor recreation strategy” and assess recent Board-funded projects for bias (Eastern vs. Western Washington, urban vs. rural, etc.). If feasible, define an appropriate balance, implement activities that promote this balance.	Recreational strategy adopted and implementation begins /or/ strategy not adopted.
3. Consider ways to use SCORP and other trend information when making investment decisions.	Trend information is presented to Board and considered for incorporation in grant program evaluation criteria.

Coordination Strategies

Strategy 1.A.3. – Develop a statewide strategy for coordination of habitat and recreation acquisitions (Chapter 263, Laws of 2004 [SSB 6242]).

Activities	Measurements
4. Inventory recent habitat and recreation land acquisitions.	Inventory completed.
5. Recommend a statewide strategy to the Board.	Board adopts report to the Legislature.

Strategy 1.A.4. – Coordinate recreation resources information and priorities.

6. Consider hosting an activity such as a recreation summit to develop goals for coming decade.	Proposal considered. Activity held.
7. Consider developing an online recreation portal to provide the public with one-stop-shopping for recreation information.	Portal proposal considered. Portal developed and launched.

Advocacy Strategies

Strategy 1.A.5. – Advocate for the protection of habitat and recreation through the media.

8. Submit guest editorials on key agency issues. Sample topics include: SCORP, value of outdoor recreation for combating unhealthy lifestyles, changes in types of recreation (increase in skate parks, decrease in tennis courts).	Two articles completed a year.
9. Conduct editorial board visits to explain key agency issues.	Two visits a year by board members and executive staff.

Strategy 1.A.6. – Advocate for the protection of habitat and recreation by recognizing those who assist in meeting IAC's goals.

10. Develop a recognition program that brings agency representatives to local communities, honors sponsors, generates media coverage. (For example, a certificate presented to the highest ranked projects across all programs each year.)	Five events attended a year.
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Strategy 1.A.7. – Advocate for the protection of habitat and recreation through public appearances.

11. Have a presence at gatherings of large stakeholder groups, such as at the annual meeting of city and county officials, backcountry horsemen of Washington, etc.	Attendance at three events a year.
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Objective 1.B. – Funding. Provide funding to help clients protect, restore, and develop habitat and recreation facilities and lands.

Habitat Strategy

Strategy 1.B.8. – Provide clients with funding to protect, preserve, restore, and enhance habitats that:

- Help sustain Washington’s biodiversity
- Protect “listed” species
- Maintain fully functioning ecosystems
- Protect unique urban wildlife habitats
- Protect game and non-game wildlife

Activities

Measurements

12. Fund the best projects as determined by the evaluation process

Projects funded.

Recreation Strategy

Strategy 1.B.9. – Provide funding to protect, preserve, restore, and enhance recreation opportunities statewide, including:

- Bicycling and walking facilities “close to home”
- Programs that assist with facility operation and maintenance
- Facilities most conducive to improved health
- Outdoor sports facilities, both team and individual
- Programs that provide improved recreation data
- Nature and natural settings (includes fish and hunt).

13. Fund the best projects as determined by the evaluation process.

Projects funded.

Facility Life Strategy

Strategy 1.B.10. – Help land management agencies maximize the useful life of IAC-funded projects.

14. Consider development and implementation of programs that provide maintenance and operations support and that encourage stewardship.

Proposal considered.

Goal 2 – We achieve a high level of accountability in managing the resources and responsibilities entrusted to us. We do this through integrity, efficiency, fairness, and open programs.

Objective 2.A. – Ensure funded projects and programs are managed efficiently.

On-time Projects and Monitoring Progress Strategies

Strategy 2.A.11. – Sustain efforts to reduce the number of projects not starting or finishing on time.

Activities

Measurements

15. Track and report on success rate.	Projects meet standard benchmarks 75 percent of the time.
16. Continue to stress the importance of individual project deadlines and milestones.	Incentives developed.
Strategy 2.A.12. – Regularly monitor progress in meeting objectives and adapt management to meet changing needs.	
17. Conduct regular program performance reviews based on legislative and agency policies. Report results to Board and the public.	Annual reports made to the board. Annual accomplishments report presented to public via agency Web site and mailings to key stakeholders.
Objective 2.B. – Ensure funded projects and programs are managed with integrity, in a fair and open manner, and in conformance with existing authorities.	
<i>Fair and Open Strategy</i>	
Strategy 2.B.13. – Ensure the work of the Board and staff is conducted with integrity and in a fair and open manner.	
18. Regularly seek and use constituent feedback in policy and funding decisions.	Reports presented to Board several times each year, including follow-up actions.
Objective 2.C. – Support activities that promote continuous quality improvement.	
<i>Polices and Feedback Strategies</i>	
Strategy 2.C.14. – Ensure the IAC Board has time on its agenda for discussing high-level policy issues.	
Activities	Measurements
19. Create time on three agendas a year (see activity #1).	Topics introduced at 3 meetings a year.
20. Regularly introduce topics on which Board action will lead to progress on goals and objectives. Regularly report on progress toward meeting strategic plan goals.	Topics introduced at 3 meetings a year.
21. Delegate more routine authority to the director.	Director is delegated three new duties.
Strategy 2.C.15. – Implement an IAC Board member and staff feedback process.	
22. Assess board and staff members' feedback on meetings and IAC operations.	Board and staff assessments completed.

Goal 3 – We deliver successful projects by using broad public participation and feedback, monitoring, assessment, and adaptive management.

Objective 3.A – Broaden public support for the state’s outdoor investment programs.

Public Support and Awareness Strategies

Strategy 3.A.16. – Expand IAC’s support by developing key partnerships.

Activities	Measurements
23. Seek partnerships with other agencies and communities, such as those involved in health, economic development, and local and federal governments.	Two new partnerships created or Board to decide on fewer.

Strategy 3.A.17. – Increase the public’s understanding of project benefits.

24. Implement the agency’s communications plan.	Plan is implemented. Plan includes timelines and measures of success.
25. Develop monitoring systems and feedback loops to communicate accomplishments with the public.	Monitoring and feedback systems are developed.

Strategy 3.A.18. – Perform regular assessments to determine the public’s priorities for outdoor recreation and habitat protection funding.

26. Survey and integrate public opinion into IAC policies.	Continue SCORP assessment of recreation participation.
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